

The Electronic Systems Center's Hansconian

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Babbitt lauds ESC for business-like approach

by Kevin Gilmartin
ESC Public Affairs

The progress made in operating Electronic Systems Center as a business during 1998 was significant, Gen. George T. Babbitt told an audience of ESC senior leadership during a visit to Hanscom Dec. 11.

Babbitt, the commander of Air Force Materiel Command, outlined his vision of how the command must focus on eight business areas, managing cost and performance with an eye on product output in each of those areas.

The business areas are: Product Support, Depot Maintenance, Science and Technology, Information Services, Test and Evaluation, Information Management, Supply Management and Installation and Support. Each area has a Chief Operating Officer, much like in private industry. Brig. Gen. Robert Bongiovi is chief operating officer for Information Services, but the day-to-day management of that area is delegated to ESC.

In an interview prior to addressing ESC's senior staff, Babbitt said the Information Services business area has been managed well.

"Information Services, I think, has been very successful in operating like a business," he said. "I've been obviously concerned with all businesses in which we put the financial side together with the mission side and manage it at the same time. And because my impression was that we were further behind in understanding finances, that's where I intended to put my emphasis. I was a little worried about information services to begin with. But last year, they fin-

ished exactly on target, and I think they accomplished their mission. They figured out how to manage the problems and they came in on cost and on performance."

The idea of managing AFMC as a business came natural to the general, who served as commander of the Defense Logistics Agency prior to leading Materiel Command.

"I've always been intrigued by the idea that costs are only meaningful in relationship to output produced," he explained. "And for those people, for instance at Hanscom that are familiar with program management, and many are, they'll know that that's been an essential part of the Air Force's concept of program management for years. We used to put that in our contracts and call it earned value; in fact, we still do. And the whole idea was you can't track somebody's progress by simply saying how much money you have spent. You also have to be able to relate that to: 'Was anything produced by the money you spent?'" So there has always been this idea

that costs are related to outputs and that requires a business management person."

Besides relating cost to output, the general cited other reasons for his business approach, including that two areas already operate like business — supply and depot maintenance.

"Those are areas that operate inside a

working capital fund the way that ESC, for example, operates the software factories at Gunter and Wright-Patterson. When you're inside a working capital fund, your financial status changes from one of direct appropriations to one of where you earn from your customers revenue — you don't get appropriation or an allocation for the appropriation, you get the money from your customers. Everything is reimbursable. That changes the way you have to think about the problem. It means that the money you use internally for the organization is separate from the rest of the Air Force's or the rest of the command's funds. It has to be operated as a business.

"So we had three areas, which by definition were business areas. We weren't

always doing a very good job, I don't think, of managing them like a business, but it was essential that we do that. If you are going to manage three of the businesses of AFMC like a business, how would you relate to the other activities in the Command, unless you could somehow describe those activities in a similar way. And so what was left was science and technology research labs which turn out to be fairly self-contained with a single, understandable mission — test and evaluation, also understandable. And then product support is what sort of evolved out of that as the activity that we go through to add value to a weapon system when we acquire and support it. So that's where it really all came from."

photo by Linda LaBonte Britt

Gen. George T. Babbitt, AFMC commander (standing) addresses some concerns from enlisted members at the Hanscom Enlisted Club Dec. 11. Also attending the forum was (from left) Chief Master Sgt. Michael R. Kerver, ESC Command Chief Master Sergeant, Chief Master Sgt. Marc Mazza, AFMC Command Chief Master Sergeant, Col. Chris T. Anzalone, 66th Air Base Wing commander, Lt. Gen. Ronald T. Kadish, ESC commander, Babbitt and Brig. Gen. Ted McFarland, ESC vice commander.

"(Hanscom is) a good base delivering an important mission right now and I can't imagine that it won't be here 10 or 15 or 20 years from now doing the same mission."

-- Gen. George T. Babbitt
AFMC commander

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Two at Hanscom have stars in their future

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ESC quarterly award winners announced

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Straight Talk

Straight Talk provides two-way communication between the 66th Air Base Wing commander and people on base.

A 24 hour-a-day telephone line and E-mail account (STRAIGHT TALK) are set up as ways for Hanscom's population to submit questions, complaints or comments, anonymously, if desired. All concerns are personally reviewed by the wing commander.

However, the quickest and most efficient way to communicate comments or complaints is to go right to the source. To assist you, we've listed points of contact and telephone numbers for several key support organizations.

■ 66th Air Base Wing Vice Commander	
Col. Matt Jackson.....	3-2302
■ 66th Support Group Commander	
Col. Peggy A. Shaw.....	3-2302
■ ESC Command Chief Master Sergeant	
Chief Master Sgt. Michael Kerver.....	3-5115
■ Medical Commander	
Col. Patrick F. Phelan.....	3-4703
■ Civil Engineer Commander	
Lt. Col. Patrick R. Daly.....	3-3526
■ Services Commander	



Col. Chris T. Anzalone
66th Air Base Wing commander

Also, don't forget your supervisor, commander or first sergeant, they're there to help you.

If you are not satisfied with the response you receive, or are unable to solve the problem, please call the Straight Talk hot line at 3-3732.

Maj. Chris P. Wright.....	3-3901
■ Mission Support Squadron Commander	
Maj. Darrell P. Keating.....	3-8875
■ Security Police Commander	
Maj. Roger A. McNeal.....	3-4150
■ Communication, Information Division Director	
Lt. Col. Diana M. Youngs.....	3-7500
■ Civilian Personnel Division Director	
L. Fay Striker.....	3-2723
■ Logistics Squadron Commander	
Lt. Col. Donald A. Flowers.....	3-3461

Streetlights outside Hartwell Gate

Q Can the base have some street lights put up just outside of the Hartwell Gate? Coming onto base at night, this area is very dark, especially after turning off the headlights so as not to blind the entry controller. This would contribute significantly to the safety of drivers coming onto base at night.

A During our poleaway project, the streetlight to the incoming lane at this gate was temporarily disconnected, and so the lane was darker than normal. As soon as they could, our CE folks re-energized the cable to the streetlight and installed a new 250-watt light fixture to illuminate that incoming lane. We decided that wasn't enough, and recently replaced those lights with 400-watt lights.

We also took a look at the inside of the gate and discovered it was very dark in that area, so we mounted another light on the light post, and aimed it to the inside of the gate. There used to be a light at the corner of Barksdale and Hamilton as well, but that was taken down during poleaway. We're going to work hard to get the streetlight back there, but if we don't get the materials in time, the light may not get back up until spring.

Dining Hall holiday hours

Q I'd like some clarification on the holiday hours for the dining facility. On Thanksgiving, my co-workers and I had to be at work at 7:30 a.m., and couldn't get to the dining hall until around 9 a.m. To our surprise, it was closed. Last I checked, Thanksgiving is a holiday. That means brunch hours 7 a.m. to 1 p.m. and supper 4 to 6 p.m. What are the hours for Christmas going to be?

A You are right, those are the standard hours for holidays. However, Thanksgiving and Christmas are decided on an individual basis because we have so few folks who use the Dining Facility on those two days. The correct hours for Christmas are 7 a.m. to 8:30 a.m. for a continental breakfast, and 11 a.m. to 3 p.m. for lunch with a carryout dinner. These hours allow our Dining Facility folks to spend more time with their families.

When we looked through the November issues of the Hansconian, we found that the hours were advertised correctly in a "Thanksgiving Hours" advertisement on the Services' page, but the weekly ad that included the menu for the Dining Facility did not mention that the Thanksgiving and Christmas hours were different than other holidays. So if you only looked at the menu, you had no way of knowing the hours were different. Services has changed the menu to note that Thanksgiving and Christmas were exceptions to the normal holiday hours.

Reusing paper bags

Q Could you encourage shoppers at the Commissary to return perfectly good paper bags on their next visit? They could bring the bags right to the cashiers when they check out, saving trees and money. Thank you.

A I spoke with Len Langford at the Commissary, and this is not the first time this issue has been addressed. The folks at the Commissary agree that it is a great idea in principle, and if you would like to bring your bags and reuse them, you are welcome to do so. However, Public Health will not authorize the Commissary to take one customer's bags and allow the next customer in line to use them because it is unsanitary—we have no way of knowing where those bags were stored or what they were exposed to.

The Electronic Systems Center's Hansconian

The Hansconian is published by Community Newspapers, a private firm in no way connected with the U.S. Air Force, under exclusive written contract with Hanscom Air Force Base, Mass.

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Submitting articles

Articles must be submitted by e-mail (hansconian@hanscom.af.mil) or brought in on a 3.5-inch floppy disk or a zip disk to Bldg. 1606, Room 110. Submissions must be received at least one week prior to each Friday's publication.

Paid ads

To purchase a display ad call Kurt Anderson at 978-371-5723.

Classified ads

Hansconian free classified ads are available to anyone affiliated with the base. Ads run for two weeks.

Business and rental ads are available for a fee. Call (781) 433-7940.

To place an ad, first complete a classified ad form. Forms are available in the ESC Public Affairs Office, Bldg. 1606, Room 109.

Next, mail the form through BITC to ESC/PA, fax a copy to Theresa Feely at 3-5077 or hand-carry it to the above location. Deadline is noon Friday.

For more information, call the Hansconian office at 3-3912.

Delivery problems

Call 1-800-722-1914 for problems or questions concerning newspaper delivery to base housing.

Call the Hansconian office if you have questions concerning newspaper delivery to base buildings.

Hansconian On-line

Visit the Hansconian on the world wide web at www.hanscom.af.mil/Hansconian

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Equal opportunity works

The recent promotion of retired Lt. Gen. Benjamin O. Davis Jr., to general brings to the forefront equal opportunity in the military. Immediately following the signing of E.O. 9981, by President Truman in 1948, the Air Force took the lead among the services in integrating its force, according to personnel officials.

Davis graduated from West Point in 1936, 35th in his class of 276. His classmates shunned him for four years because of his race. He was the first black general in the Air Force, and the service was viewed as a trailblazer in integrating the military.

In 1949, the Air Force implemented a policy against discrimination based on race, color, religion, or national origin. The Air Force further demonstrated its commitment toward ensuring an environment of fair and equal treatment for all service members by creating the Military Equal Opportunity and Treatment Program in 1971.

The objectives of the Military Equal Opportunity Program are to

improve mission effectiveness by: seeking to eliminate unlawful discrimination and sexual harassment against military members, processing and resolving discrimination complaints filed by military members, training all military members on equal opportunity and human relations, and assessing the on- and off-base human relations climate.

Equal opportunity is a function of leadership. Commanders are responsible and held accountable for ensuring an environment free of discrimination. The installation commander must provide an environment free from unlawful discrimination and sexual harassment, develop policies to prevent discrimination cases, ensure appropriate disciplinary and corrective actions are taken and direct the assessment of the base human relations climate. Unit commanders are further required to investigate allegations of discrimination and take action to end it.

Education programs have been the cornerstone of the Air Force EO program efforts, said officials.

On-going education programs are being conducted at Basic Military Training, technical or pilot training, first duty station, base newcomers orientation, Professional Military Education, and professional continuing education courses. Two days of EO training have been incorporated into the Senior Leader Orientation Course for all new brigadier generals and senior executive service civilians.

In 1994, as a training initiative to address sexual harassment and unlawful discrimination, the secretary and chief of staff of the Air Force directed all its military members and civilians to attend a four-hour training course called EO 2000. The Air Force received rave reviews for the program's hands-on, interactive approach to training.

In fiscal 1998, equal opportunity formal complaints continued a downward trend that started in fiscal 1994. The rate per thousand decreased from 2.14 in fiscal 1994, to the fiscal 1998 RPT of 0.87. This decrease can be attributed to the increased use of the informal complaint process, said officials. The validation rate decreased slightly from the previous fiscal year by four percent.

Senior leadership believes equal opportunity is integral to readiness and a cornerstone of our commitment to each member of the Air Force team. The issues of discrimination and sexual harassment will always remain a top priority of the Air Force and its leadership.

Babbitt conveys holiday greeting

by **Gen. George T. and Louise Babbitt**

Commander, Air Force Materiel Command

As we approach this holiday season, Louise and I wish to share our appreciation for the hard work and dedication the men and women of Air Force Materiel Command have demonstrated throughout the past year.

Our second holiday season as part of the AFMC family is even more rewarding for us, as we have come to know more of you through our various center visits. As you well know, this year has been no exception to the challenges and rewards that come with our business of supporting Air Force Combat Units.

Everyone in this command will help to shape the role of the Air Force in the 21st century. We are committed to becoming more of an expeditionary force, and with the command strategic plan as our roadmap, we will do our part to make this force a successful reality. Every center, every business area and every member will be called on to help make our forces lighter and more lethal and our equipment more reliable. We owe this to our Air Force and to the American people.

As we look to 1999 and to



Gen. George T. Babbitt

planning for the new century, let us find time to enjoy the holiday season before us with those who matter most. I encourage you to take some time away from work to spend with your family and friends and to re-vitalize yourself for the tasks ahead. I also would ask that you take a minute to think of those members of the AFMC family who are deployed around the globe this holiday season. Whether serving in the bitter cold of Eastern Europe or the sands of the Middle East, they are never far from our thoughts.

Louise joins me in wishing you the most joyous of holiday seasons and continued personal and professional success in the coming new year.

Readiness Corner

Exercise to prepare Hanscom for higher Threatcons

by **Col. Chris T. Anzalone**

66th Air Base Wing

January 4, begins our next exercise. We may be going into Threatcons Charlie and Delta, and this Readiness Corner will help you prepare for what will happen if we do.

First, here's a brief review of each Threatcon:

❑ In **Threatcon Alpha**, the possibility exists that terrorist activities could occur at Hanscom. Successful terrorist threats or activities would cause mission disruption, endanger personnel, and hinder the function of the installation. Threatcon Alpha is a general warning and the nature and extent of the threat is "unpredictable." The installation must be capable of maintaining Threatcon Alpha indefinitely with little or no impact on the mission.

❑ **Threatcon Bravo** occurs when an increased and more predictable threat of terrorist activity exists against DoD facilities or personnel within the Northeastern United States. The nature and extent of the threat is more "predictable," but there is no specific target. Measures taken for this threat condition must be capable of being maintained for weeks without affecting operational capability.

❑ **Threatcon Charlie** is implemented when an incident or intelligence is received indicating some form of terrorist action against DoD facilities or personnel within the Boston region is "imminent." Measures taken for this threat condition, when executed for more than short periods, will affect the peacetime activities of the installation.

❑ **Threatcon Delta** applies to the immediate area where a terrorist attack has occurred or when intelligence is received that terrorist action against a specific location is likely.

Threatcons Alpha and Bravo are a minor inconvenience at the most, but as you'll soon see, Threatcon Charlie and Delta are completely different.

During Threatcon Charlie, essential personnel will be recalled and nonessential personnel (as defined by commanding officers) may be released. Gates #2 and #3, the Lab gates, will be closed. 100 percent ID checks at the other two gates will be initiated, vehicles will be randomly searched and all visitors will be verified. If you are expecting a visitor, be prepared to go to the gate and escort them on to the base.

There will be frequent checks of building exteriors and locks. All nonessential doors and windows will be locked, and entry will be limited to one entrance, where a guard will be posted to check your ID and search all suitcases and packages brought into the building. All mail will be examined and deliveries should be checked—this applies at the workplace and in housing.

In Threatcon Delta, the base closes to nonessential personnel. Nonessential personnel are not allowed entry. Nonessential facilities, such as the Commissary, BX, the gym and the elementary and middle schools will be shut down. If you are actually in one of these buildings, follow the instructions provided by security forces or the building staff.

All vehicles, suitcases, briefcases, packages, etc. entering the base will be thoroughly searched. Security Forces will attempt to identify vehicles on the base within operational or mission support areas. If they cannot identify the owner, the vehicle will be removed.

Base residents will be notified of Threatcon Charlie or Delta implementation by all available means. These include the base cable access channel, the electronic signs at the gates, base email and the pyramid alert notification process. While these Threatcons last, base residents should limit travel and stay in their homes. Those attempting travel should be prepared for delays and possible detours. During Threatcon Delta, take cover inside and out. Anyone moving outside is deemed a threat.

Seasons greetings from ESC commander

by **Lt. Gen. Ronald T. Kadish**

ESC Commander

As 1998 draws to a close, it is time to pause and reflect upon what the year has meant to us in the Electronic Systems Center family and throughout the Air Force. This past year has been an exciting one for ESC, as we begin to see the implementation of our new acquisition framework pay dividends in efforts such as Expeditionary Force Experiment 98.

1999 will bring new challenges to ESC, as we expand upon our success in EFX 98 and prepare for EFX 99. As the Air Force becomes an Aerospace Expeditionary Force, it is up to ESC to ensure our commanders have the ability to electronically reach back from anywhere in the world and tap into our Global Grid, accessing the critical information they need to save American lives.

The past year has been a busy one for the Air Force, as well. A high operations tempo has kept many of our people

deployed in peacekeeping and humanitarian missions across the globe. As we gather with our friends this season, please remember our brothers and sisters in uniform who can't celebrate their holidays with family because they are defending American interests around the world.

The holiday season is a time to gather with family and friends, sharing good times, good food and each other's company. It can also be a hectic time, as we rush to join our loved ones across the country. Please be careful this holiday season. Don't drink and drive, and don't let your guests do so either. Also, take every precaution in preparing for your holiday travels, from checking your tires and ensuring you have enough rest before embarking, to simply buckling your seat belt.

Throughout 1998, you all have shown you have what it takes to get the job done, no matter the challenge. You have shown through the Combined



Lt. Gen. Ronald T. Kadish

Federal Campaign, the Air Force Assistance Fund and your Honduran Relief efforts that you have compassion for those less fortunate than yourselves. Your efforts make America a stronger country and a better place to live.

From the Kadish family — Best wishes to you and your families for a truly happy holiday and a prosperous New Year. With your help, 1999 will be a good year for ESC as well.



photo by Walt Santos

Naughty or nice?

Christopher Bednar pleads his case directly to Santa Claus at the Children's Holiday Party at the Hanscom Youth Center. This year's party was co-sponsored by the Officers' Wives' Club and the 66th Services Squadron.

Two from Hanscom earn nomination for first star

WASHINGTON (AFPN) — Secretary of Defense William S. Cohen announced Dec. 11 that the president has nominated 44 U.S. Air Force officers for promotion to brigadier general.

Two Hanscom colonels received word of their promotion. They are Robert H. Latiff, system program director, Joint Surveillance and Target Attack Radar System and Henry A. Obering III, program director, Expeditionary Force Experiment.

"The promotion reflects mountains of hard work, not only by the EFX System Program office, but at ESC as well. And I believe it is a strong recognition of the importance of the work we are doing at ESC for the future of the Air Force," said Obering.

Latiff also commented, "This promotion is testament to the hard work and dedication of many people with whom I've worked over the years, especially at Hanscom and ESC, with which I've been involved in one way or another for the last seven. This is wonderful for ESC and I'm proud to be a part of it. I am particularly happy for the Joint STARS program and the men and women — government and contractor — who make it so great. I think it is AF leadership recognition of their excellence and of the importance of JSTARS.

The other 42 generals are located

throughout the Air Force. They include:

□ James B. Armor Jr., system program director, Global Positioning Satellite Space and Missile Systems Center, Los Angeles Air Force Base, Calif.

□ Barbara C. Brannon, 31st Medical Group commander, Aviano Air Base, Italy

□ David M. Cannan, civil engineer, Air Education and Training Command headquarters, Randolph AFB, Texas

□ Richard J. Casey, executive officer to U.S. Transportation Command commander in chief and Air Mobility Command commander, Scott AFB, Ill.

□ Kelvin R. Coppock, Global Engagement Division chief, Directorate of Plans, J-5, U.S. Space Command headquarters, Peterson AFB, Colo.

□ Kenneth M. Decuir, deputy director of joint matters, deputy chief of staff, Air and Space Operations, Air Force headquarters, Pentagon

□ Arthur F. Diehl III, deputy director, Plans and Programs, Air Mobility Command, Scott AFB, Ill.

□ Lloyd E. Dodd Jr., command surgeon, Air Force Space Command headquarters, Peterson AFB, Colo.

□ Felix Dupre, commander, 33rd Fighter Wing, Eglin AFB, Fla.

□ Robert J. Elder Jr., assistant director, air and space operations,

Air Combat Command headquarters, Langley AFB, Va.

□ Frank R. Faykes, comptroller, U.S. Air Forces in Europe, Ramstein AB, Germany

□ Thomas J. Fiscus, staff judge advocate, Pacific Air Forces headquarters, Hickam AFB, Hawaii

□ Paul J. Fletcher, commander, 314th Airlift Wing, Little Rock AFB, Ark.

□ John H. Folkerts, commander, 58th Special Operations Wing, Kirtland AFB, N.M.

□ William M. Fraser III, chief of staff, U.S. Strategic Command headquarters, Offutt AFB, Neb.

□ Stanley Gorenc, commander, 80th Flying Training Wing, Sheppard AFB, Texas

□ Michael C. Gould, commander, 22nd Air Refueling Wing, McConnell AFB, Kan.

□ Paul M. Hankins, chief, Air Force Colonel Matters Office, deputy chief of staff for personnel, Air Force headquarters, Pentagon

□ Elizabeth A. Harrell, executive officer to the Air Force vice chief of staff, Pentagon

□ Peter J. Hennessey, deputy director of plans and programs, Air Force Materiel Command headquarters, Wright-Patterson AFB, Ohio

□ William W. Hodges, commander, 36th Air Base Wing, Andersen AFB, Guam

□ Donald J. Hoffman, special assistant to supreme allied commander Europe, Supreme Headquarters Allied Powers Europe, U.S. European Command, Belgium

□ William J. Jabour, program director, B-2 System Program Office, Aeronautical Systems Center, Wright-Patterson AFB, Ohio

□ Thomas P. Kane, inspector general, Air Mobility Command headquarters, Scott AFB, Ill.

□ Claude R. Kehler, chief, Space Superiority Division, deputy chief of staff for plans and programs, Air Force headquarters, Pentagon

□ Frank G. Klotz, defense attaché designate, Moscow, Arlington, Va.

□ Michael G. Lee, director of inspections, Office of the Secretary of the Air Force, Pentagon

□ Robert E. Mansfield Jr., commander, Defense Reutilization and Marketing Service, Defense Logistics Agency, Battle Creek, Mich.

□ Lorraine K. Potter, command chaplain, Air Education and Training Command headquarters, Randolph AFB, Texas

□ Neal T. Robinson, associate director of operations for C2ISR, Air Combat Command headquarters, Langley AFB, Va.

□ Robin E. Scott, chief, Strike Warfare Assessment Division, Office of the Joint Chiefs of Staff, Pentagon

□ Norman R. Seip, executive officer to the Air Force chief of staff,

Pentagon

□ Bernard K. Skoch, director of systems, Air Force Communication and Information Center, Pentagon

□ Robert L. Smolen, deputy director, nuclear and counterproliferation, deputy chief of staff for air and space operations, Air Force headquarters, Pentagon

□ Joseph P. Stein, commander, 93rd Air Control Wing, Robins AFB, Ga.

□ Jerald D. Stubbs, commander, Air Force Legal Services Agency, Bolling AFB, D.C.

□ Kevin J. Sullivan, program director, Reconnaissance Mission Area Group, Aeronautical Systems Center, Wright-Patterson AFB, Ohio

□ James P. Totsch, associate director for logistics resources, deputy chief of staff for installations and logistics, Air Force headquarters, Pentagon

□ Mark A. Volcheff, commander, 374th Airlift Wing, Yokota AB, Japan

□ Mark A. Welsh III, commander, Cadre, Air Education and Training Command, Maxwell AFB, Ala.

□ Stephen G. Wood, commander, 35th Fighter Wing, Misawa AB, Japan

□ Donald C. Wurster, commander, 16th Special Operations Wing, Hurlburt Field, Fla.

Civil Engineers go through A-76 process

A cost comparison of Base Civil Engineering affecting 71 Air Force military and 120 civilians was announced Dec. 9 by Col. James Jackson, 66th Air Base Wing vice commander.

Congressional notification was delivered the same day.

The cost comparison, commonly known as an A-76 study, is projected to be completed in June 2000.

Transition to either a government civilian-run or contract organization will occur by December 2000.

This action reaffirms the government's policy to rely on the private sector for products and services. When in-house performance of commercial activities is not

required for national defense reasons, and contracting is cost-effective, conversion to contract performance is in the best interest of the American taxpayer.

When a competition between in-house and contract performance determines contracting is more cost-effective, OMBC A-76 and Federal Acquisition Regulations require the contractor to offer adversely-affected civilian employees the right of first refusal for job openings under the contract, for which they are qualified.

Military personnel involved in the cost-comparison will ultimately be transferred.

Since the Department of Defense is sensitive to the personal impact

this action may have on civilian employees, the DoD Program for Stability of Civilian Employment ensures every effort is made to help those adversely-affected civilians who desire placement assistance.

These employees are registered in the Defense-wide, computerized, Priority Placement Program and receive placement rights to vacancies within the Defense Department. Other federal agencies are also solicited for openings for adversely-affected employees.

When civilian employees must relocate to continue their federal employment, transportation and moving expenses are paid for by the government.

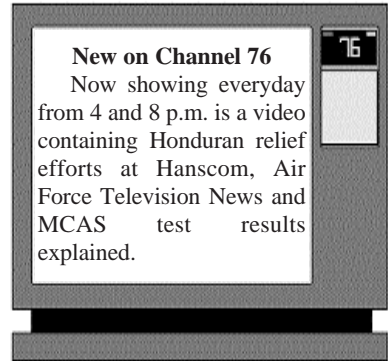
Right Start leads the way for newcomers

by Celeste Brooks
66th Air Base Wing

Hanscom continued to set the standard as the final Right Start class of the year was held Nov. 18 to 20. Right Start is a three-day course created to provide first-term airmen with information about both Hanscom and the Air Force. The airmen have the opportunity to speak with different panels to discuss concerns and questions. Presentation topics range from professionalism, the enlisted force structure, the chain of command, superior and subordinate relationships and fraternization, personal financial management, the enlisted evaluation system and performance feedback, education opportunities and

leadership. “The presentation that sticks with me is the one done by Col. [Patrick] Phelan. It motivated me and made me feel good about being an airman,” said Airman 1st Class Marjorie Cobb of Electronic Systems Center, Air Borne Warning and Control System. “He understands that it is the little people (airmen) that are the key personnel to the Air Force. We as airmen need to understand that many people credit our actions to the military just because we wear a uniform.” Cobb noted she also enjoyed the meals where the airmen could mingle with the presenters and the off-base tours. “I found the Right Start class to be informative and educational. The course gave an excellent overview of our operations here at Hanscom,” commented Airman Jacob Laird of Services. “I believe once the program attains its goal of being part of in-processing, this course will be even more valuable to new airmen at their first duty assignment.” Several other bases, including Los Angeles Air Force Base, Kelly AFB, Texas, and Brooks AFB, Texas, have asked for information about Right Start, and have begun developing their own programs.

The graduates of the last class of 1998 include:
Airman 1st Class Mark A. Adams
Airman 1st Class Marjorie G. Cobb
Airman 1st Class Olga Korakis
Airman 1st Class Brian L. MacNaught
Airman 1st Class Jennifer S. Moren
Airman 1st Class Ciara D. Simms
Airman 1st Class Chasity M. White
Airman Carlton D. Barnes Jr.
Airman Tina Davis
Airman Janet L. Fleeting
Airman Jacob S. Laird
Airman Tammy L. Marino
Airman Charles A. Teale Jr.
Airman Craig R. Zimmermann
The next class will take place Jan. 20 to 22. If you are interested in attending, call Senior Master Sgt. Lois La Fleur at 3-9915.



“The presentation that sticks with me is the one done by Col. [Patrick] Phelan. It motivated me and made me feel good about being an airman.”
-- Airman 1st Class Marjorie Cobb

Policy restores DIC payments

by Betsy Arroyo
Casualty Assistance Representative

Recent legislation has restored a benefit to certain spouses of deceased veterans. Spouses of deceased veterans who lost VA survivor benefits when they remarried may be eligible for restored Dependency and Indemnity Compensation benefits if they are no longer married. DIC payments are made if the veteran died in the line of duty or because of a service-connected disability. President Clinton signed the legislation into law. It repeals a 1990 law that permanently terminated eligibility for DIC for a veteran’s surviving spouse who remarried after the death of the veteran. The pre-1990 policy which was renewed effective Oct. 1, allows benefits to be restored if the subsequent marriage is terminated. The basic monthly DIC benefit amount is currently \$850. Veterans’ spouses are encouraged to contact their local Department of Veterans’ Affairs or call 1-800-827-1000.

Local uniform policy for inclement weather clarified

Commentary by Master Sgt. Daniel E. Mazzuca
Customer Support

I discovered a number of important facts this week. For example, I know that winter is here. I know that I will never fit my car in my garage. I now know that credit cards are not very effective at removing ice from your windshield and that an 86 Honda Civic takes 20 minutes to warm up. I also know the winter wear policy during cold and inclement weather. Here are some tips from AFI 36-2903, Dress and Personal Appearance of Air Force Personnel, on the wear of outer garments and accessories. Outer garments are worn outdoors and removed in an office environment. They may be worn with civilian attire if grade insignia are removed. The all weather coat (single and double-breasted) and the cold weather parka may be worn with all uniform combinations. If used, the gray scarf must be tucked in, not exceed 10 inches in width, and be worn only with outer garments. Gloves or mittens must be black or gray and can be made of (or a combination of) leather, knitted, tricot, suede material. With the exception of BDUs, gloves may only be worn with outer garments. Earmuffs must be solid dark blue, black, or gray and be a commercial design of any material. They may only be worn with outer garments. Contact the Customer Service Section at 3-2276, with all of your uniform wear questions.

Skiing made easier for military

Outdoor Recreation has received the newest edition of the OpSki Military Snowsports Guide and it has hundreds of terrific deals including a listing of over 100 bases that have special ticketing arrangements with resorts.

This guide can provide you with enough options to last the entire winter ski season.

All you need to do is to stop by Outdoor Recreation, find the deal you want and they will work to get you an OpSki Coupon which you present at the resort along with your government ID. You'll need a coupon for each participant and there's no limit to how many times you can take advantage of the offers.

A special new feature this year is to learn to ski or snowboard. If you've been wanting to try it - this is the year. Special packages have been set up with resorts that include your equipment rental, novice lift ticket and group lesson. And as a special bonus you can earn a special recognition certificate just for trying.

"OpSki receives no government funding but is supported entirely by sponsors," said Larry Bearfield, Executive Director. "Our entire program is provided to every local base as a tool to help their customers. It helps every base plan everything from a local day ski trip to a week long vacation across the country by utilizing established base ticket arrangements."

According to Bearfield, "The National Ski Areas Association, Professional Ski Instructors of America and American Association of Snowboard Instructors all endorse OpSki and our efforts. With over a half-million lift tickets sold directly on CONUS bases, it's obvious that Military folks love snowsports."

Visit the OpSki website at www.OPSKI.com for details or stop by Outdoor Recreation, in Bldg. 1531 (behind the bowling center) to receive a coupon or to purchase you discount ski lift tickets. Remember - it's time to work hard, play harder.

Visit (from page 1)

"I have already done this briefing at six AFMC centers," the general told his audience of ESC program directors, managers and commanders during an afternoon session in the Command Management Center. "I want to tell you my impression of what has gone on so far, what I think will go on and figure out how we can do it faster."

"Regardless of where we started, everyone in each business area made progress," Babbitt said. "You should all be proud."

The general singled out ESC, saying the Center has led the way in focusing on the cost of doing business and the resulting product output, and that ESC's value chain analysis is a model for everyone in the command.

Before addressing ESC's senior leadership, the general's first stop was lunch with Hanscom's enlisted work force, addressing a number of concerns in an open forum, including operations tempo, A-76 studies and outsourcing, retention rates and pay and compensation. During the luncheon, held at the base Enlisted Club, Babbitt said, "This is a good opportunity to tell you what I'm thinking, where the Air Force is headed, and to get your reaction."

Addressing the future of the base, the general said Hanscom will continue to be the Center of Excellence for Battle Management and Command and Control for the foreseeable future. The enlisted force will continue to get smaller here, however, as A-76 studies and privatization of functions continues.

"A-76 is not downsizing," Babbitt reminded the audience, "but is an effort to make ourselves more efficient."

A-76 studies look at whether or not a private contractor can do the same function for less cost to the government. Regardless of whether the function remains government operated or is contracted out, all military members assigned to an organization that undergoes an A-76 study are eventually transferred to other, more combat essential assignments.



photo by Walt Santos

Col. Chris T. Anzalone, 66th Air Base Wing commander (right) and Col. Lee Hughes, director of the commander's staff, greet Gen. George T. Babbitt upon his arrival at Hanscom.

When asked how a smaller enlisted force here will impact the Base Honor Guard, which serves all of New England as well as parts of New York and Canada, Babbitt recognized this was a problem unique to Hanscom, one of the last active duty bases in the Northeast. "There is no doubt about it, as the enlisted force gets smaller, the burden of Honor Guard duty increases, and we have to address that problem. The general said Air Force officials are considering a number of options, including increasing use of National Guard and Reserve members, or having a full-time Honor Guard.

The general had high regard for both Hanscom and its people. In his interview, he said Hanscom "is a beautiful old base and it sits in a very important part of the country around a lot of important resources that have always been key to the technology achievements of the Air Force. It's a good base delivering an important mission right now and I can't imagine that it won't be here 10 or 15 or 20 years from now doing the same mission."

Babbitt said he has always been impressed with Hanscom's people. "Hanscom does a good job of picking off the cream of the crop and producing excellent results."

Joint STARS program office earns Schriever Award

by 1st Lt. Lisa Ciccarelli
Joint STARS Program Office

Air Force Materiel Command presented the Joint Surveillance Target Attack Radar System Program Office, led by Col. Robert H. Latiff, with the Gen. Bernard A. Schriever Award for Outstanding Product Management at the November Single Manager's Conference at Wright-Patterson AFB, Ohio.

The AFMC Product Management Awards are presented annually to the best single manager teams in the command. The challenge to those teams was to convey in a four-page double-spaced package an entire year of accomplishments.

There were seven award criteria: leadership, information and analysis, strategic planning, human resource development and management, management of process quality and, most important, quality and operational results, and customer focus and satisfaction.

Joint STARS program officials cited a number of award-winning accomplishments over the past fiscal year that contributed to the award.

The program office implemented Electronic Systems Center's largest electronic document management system – over one-half million pages. The first electronic proposal was submitted in July; all subsequent proposals were submitted electronically. Electronic work-flows drastically reduce the time to process configuration changes. The

program office spearheaded use of digital signature technology that eliminates need for paper approval.

Joint STARS team members published a Technology Investment Plan based on Joint Vision 2010, Global Engagement, and Air Force Strategic Plan. The first of its kind at ESC, the plan examines long-term objectives and correlates investments to meet them. As a result the customer, Air Combat Command, was involved early in technology insertion and spiral development process to define and develop future capabilities.

The Deficiency Reporting System used by Joint STARS identifies, investigates and tracks correction of system design, material deficiencies and requirement enhancements. Correction of deficiency reports increased the availability of aircraft by 15 percent and improved operational effectiveness by 4 percent. Closure rate improvement over the past year was an incredible 40 percent. Results of Deficiency Reporting System improvements provided continuous E-8C schedule and quality improvements. The third and fourth aircraft were delivered five and 14 days ahead of schedule, with 58 percent and 71 percent fewer 93rd Air Control Wing customer write-ups, respectively. The wing commander was reported to be elated with quality of delivered aircraft.

Program officials resolved a software deficiency concerning intermittent moving target indicator screen dropouts during third

aircraft acceptance test flights. The Joint Program Office and prime contractor Northrop-Grumman developed, tested and fielded software in only 14 days. The resulting "out-of-cycle" software fix process is used to field critical changes outside normal software annual release and development process.

The Joint STARS team embraced Expeditionary Force Experiment '98 to improve the spiral development process and facilitate evolution into an Expeditionary Aerospace Force. Joint STARS was the EFX centerpiece exploring new operational concepts and integrating nine advanced technologies. Senior leadership touted the program office's first ever "reach back" capability, necessary to build the common operational picture, a shining success and "must do" for the Air Force. The program office leveraged continuing activities within EFX and AWACS and a cooperative agreement



Photo by 1st Lt. Jason Lindsey

Lt. Col. Steve MacLaird, Lt. Col. Paul Vancheri, Maj. Brian Duddy, and Norm Nye, all of the Joint STARS Production team, inspect a newly installed engine on P-5, the fifth Joint STARS production aircraft. The engine upgrade project was a key factor in the office winning the General Bernard A. Schriever Award for Outstanding Product Management.

with the prime contractor to acquire the Direct Broadcast System at a sharply reduced cost. This low-cost, high-value asset used in EFX will mature through a spiral development process to include teaming with Unmanned Aerial Vehicle Battle Lab to bring first ever UAV Predator video into the Joint STARS aircraft.

Air Combat Command rolls-out latest communications

LANGLEY AIR FORCE BASE, Va. (AFPN) — Air Combat Command rolled out the latest in battle-field communications technology Nov. 19.

Acquired by Electronic Systems Center's Global Grid Product Area Directorate, headed by Joe Mardo, the Lightweight Multi-band Satellite Terminal is a state-of-the-art communications terminal that's part of the Air Force's new expeditionary communications package, which is vital for both operations against the enemy, and in protecting U.S. forces, said officials.

With its on-board generator and antenna and one pallet of support equipment, the system is a package that requires less than half the airlift of the existing 1970s-era tactical satellite communications equipment. The new expeditionary air force model recently outlined by the chief

of staff of the Air Force requires short notice mobility to meet a variety of contingencies anywhere in the world. Initiated before the expeditionary air force model's inception, this system anticipates the "light, lean and lethal" requirements of flexible mobility.

Produced by Harris Corporation at a cost of less than \$1 million each, the Lightweight Multi-band Satellite Terminal is a non-developmental item and commercial-off-the-shelf product. The system can be set up in

about an hour and operated by two people, compared to the five-person team required by its predecessor. Using an off-the-shelf tri-band antenna, the new system offers high bandwidth data the war-fighting Air Force relies upon for weather, targeting, surveillance imagery and voice communications.

It also allows the Air Force to communicate with other U.S. and allied forces in the field, linking geographically separated or forward-deployed units.

The Lightweight Multi-band Satellite Terminal is currently fielded in eight units, and will be the standard for expeditionary communications throughout the Air Force.

The system is mounted on a trailer and weighs about 7,500 pounds. It operates over three super high fre-

quency bands, the C, X and Ku.

The trailer configuration contains the receiver group, transmitter group, antenna group, baseband group, power group, trailer group and the auxiliary equipment group. (Courtesy of ACC News Service and ESC Public Affairs)

Sharing strategic planning strategies with industry, DoD leaders

by **Leigh Anne Redovian**

Air Force Materiel Command Public Affairs
Wright-Patterson AFB, Ohio

After laying the groundwork for becoming lighter and leaner in its strategic plan released in September, Air Force Materiel Command is seeing progress in its effort to manage the cost of equipping the Air Force's combat units.

The command's recent cost-cutting strategies were presented at the Center for Naval Analysis Corporation's annual conference in Washington, D.C., Dec. 1. The corporation is a federally funded research and development center sponsored by the Department of the Navy and the Institute for Public Research.

Each year the corporation takes on an issue of importance to U.S. national security. This year's theme was reducing costs and improving business practices. While the conference relied mainly on expertise from the Defense Department, it was open to senior industry and government officials. Lt. Gen. Stewart Cranston, AFMC vice commander, addressed the group on behalf of the Air Force and spelled out AFMC's plan for reducing its acquisition and operating costs.

"The defense materiel business is a tough, intricate and demanding business that doesn't yield to simple solutions or pat answers," he said. "You have to deal in hard facts and complex details. If you want to make real headway you have to study and understand the business and make hard-nosed, objective business decisions."

Over the past few years, the command has achieved a number of good results from various initiatives including eliminating unneeded activities and outsourcing some functions. The consolidation of the previous Air Force Systems Command and Air Force Logistics Command into a single materiel command has reduced manning by a third and will save 44 percent of the command's previous manpower by 2005.

But today the command is faced with new challenges in reducing costs as it has already absorbed most of the obvious savings and deleted most of its marginal operations.

"We believe what senior leadership must now do is to put in place a systematic approach that will enable us to understand in great detail exactly where our costs are and how they relate or contribute to our complex operation," he said. "This approach will encourage cost-based management on a broad front."

This business paradigm stems from the system of budget

planning developed by the city of Sunnyvale, Calif., for its government starting in 1973.

The Sunnyvale approach starts with a strategic plan, sets annual performance objectives for every program, applies unit cost parameters to develop their budgets and gives managers the incentive to perform to or better than their plans.

"We've divided our complex, \$36 billion-a-year operation into eight business areas and have established more than 100 major command-level performance measures ranging anywhere from defect rates on aircraft undergoing depot overhaul, to the availability of our computer network services to amenities in our lodging facilities," he said. "Each of our operating locations has further expanded and tailored these performance measures to their operations."

During his speech, the General highlighted Arnold Engineering Development Center, Tenn., as having made significant progress in its business planning efforts. The center identified 198 individual performance standards for its test and evaluation business and 249 for base support activities. The center is largely a contractor-operated facility operating under an award-fee arrangement. Therefore, the contractors' total profits depend on how well they meet these detailed performance objectives.

But performance outputs are only half of the equation. The other half is knowing what it should cost and what it actually does cost to reach each objective. This is defined in terms of unit cost, or the relationship between outputs and the resources needed to produce those outputs.

"Knowing our unit costs requires that we have complete understanding of what it takes to produce each output," he said. "This is not easy for a typical government agency to

"The defense materiel business is a tough, intricate and demanding business that doesn't yield to simple solutions or pat answers."

-- Lt. Gen. Stewart Cranston
AFMC vice commander

achieve, because we normally develop budgets with marginal changes from the previous year as opposed to a unit-by-unit build-up."

The command is using tools such as Dr. Michael Porter's value chain model to better understand its outputs and activity-based costing to determine what it costs to produce each output.

Fiscal year 1998 was a first attempt at applying the business paradigm across the entire command. The General said the challenge was capturing and allocating costs across all eight business areas.

"We were able to achieve approximately 75 percent of our initial performance objectives and came within two percent of our total planned operating expenses," he said. "The important thing is we can pull apart that total figure on an output-by-output basis and compare our planned performance to our actual performance for each of our products. This allows us to compare like operations at different locations and study why one is cheaper."

Even in the early stages, the approach enabled the command to identify significant, cost-reduction opportunities as it built its budget through 2005.

"While our planning factors were rough, we determined we could get our mission done at about 98 percent of the previous estimate," he said. "In other words, we couldn't link about two percent of our previous plan to any output, so we dropped it."

This meant the command could accommodate more than \$1 billion through fiscal year 2005 in previously directed reductions and offer \$200 million more in direct budget authority savings. It also highlighted opportunities for the command to improve its industrial operations and to cut working capital fund rates by reducing unit costs by seven percent saving another \$2.2 billion through fiscal year 2005.

"As the operating managers and the work force begin to focus on real data showing the cost-versus-output relationship, they will simply find ways dozens, hundreds of ways to trim costs and increase output," he said. "That's just the way good people are, and we have a lot of good people in government service."

The general points out the savings are typically not dramatic, headline makers, but when added up over each business area, year after year, the net result can be significant.

"This is a difficult, often tedious process and success comes in hundreds of small victories, not grand marches," he said. "It takes time and perseverance but it works."

Consultants offer mobile organizational development

by **Staff Sgt. Beverly F. Isik**
Standard Systems Group Public Affairs

MAXWELL AIR FORCE BASE - GUNTER ANNEX, Ala. — Late-ly it may seem that one of the only things a person can be sure of is change. Consultants from Standard Systems Group's Manpower and Quality Office can help government organizations deal with that change more effectively.

Consultants can help with everything from business process reengineering to interpersonal

skills; from management and leadership training to team building and stress management.

"We will travel wherever we're needed, whether it be across town to Maxwell Air Force Base or across the country — even to overseas bases," said SSG Quality Specialist Carol Bridgers.

The Myers-Briggs Type Indicator Seminar is an interactive learning experience that Ellen Hill, chief of SSG quality, said illustrates the diverse nature of people and helps teams or groups understand individual types and how they play a part in group dynamics.

Hill said the MBTI is the most widely used personality instrument in the world — and its popularity is growing here at Gunter as well.

Team building workshops are tailored toward coaching, problem-solving, conflict resolution, creativity, risk-taking, communications, teamwork, and decision-making, explained Rick Plaskett, a TecMasters Senior Business Engineer who works, under contract, for the quality office.

Some seminars like Interpersonal Communications and Managing Diversity in the Workplace focus on how people form their view of each other and the world.

The SSG Manpower and Quality Office offers these and a variety of other workshops and seminars on a fee-for-service basis. Individual costs are mandated by the Air Force Working Capital Fund. For information on the programs offered and their costs, call 334-416-3760 or DSN 596-3760.

Center selects fourth quarter award winners

by **Senior Airman Kevin Brooks**

Executive Assistant to the Command Chief Master Sergeant

The Electronic Systems Center and tenant units quarterly award ceremony was held Dec. 11 in the Enlisted Club Ballroom.

The ceremony, presided over by Brig. Gen. Ted McFarland, ESC vice commander, announced the seven winners.

A total of 39 nominees in seven categories were considered in this quarter's competition. The following were selected as winners in their respective category:



NCO of the Quarter

Tech. Sgt. Jeffrey Hardman from the Force Protection System Program Office



Junior Company Grade Officer of the Quarter

1st Lt. Rita Perez from the ESC Protocol Office.



Junior Civilian of the Quarter

Laura Farinello from the AWACS System Program Office.



Airman of the Quarter

Senior Airman Rachapreuk Schmidt from Det 3- Air Force Research Laboratory



SNCO of the Quarter

Senior Master Sgt. Steven Spellberg from the Air Combat Command Systems Office



Senior Company Grade Officer of the Quarter

Capt. Stephen Hill from the Operations Mobility C2 System Program Office.



Senior Civilian of the Quarter

Pauline French from the Joint Stars System Program Office.

*Visit the Hansconian
online at
[www.hanscom.
af.mil/Hansconian](http://www.hanscom.af.mil/Hansconian)*

Celebrating the holidays ... safely

Commentary by Staff Sgt. Douglas C. True

Fire Prevention Inspector

I see it in the newspapers, on TV, hear it on the radio, and now you are seeing it in this article.

This is also the time for fire safety for all the holiday celebrants. Trees and Menorah candles are part of our nation's traditions which we celebrate with fervor. We still need to moderate ourselves with a little fire safety.

Trees are beautiful, and the live ones fill our home with the scent of pine. But these live trees are of greatest concern to us at the fire department. Live trees once dried out can become a hazard because they burn so easily. If a tree is already shedding or when you pull on a branch and you come away with a handful of needles the tree is already dry and should be removed. Never buy a tree with needles that come off in your hand.

Only Military Family Housing occupants may have live Christmas trees. All other buildings may have only artificial trees. This is to prevent fires in base buildings.

Aluminum trees may not have electric lights. These trees conduct electricity and can light up more than just the tree.

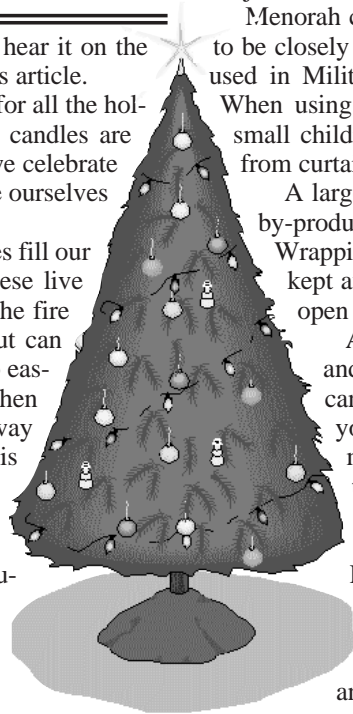
Menorah candles are traditional but they need to be closely monitored. Real candles may only be used in Military Family Housing and the Chapel. When using these candles keep them away from small children. And be sure to keep them away from curtains and other combustible materials.

A large pile of wrapping paper is usually the by-product of the ritual ripping of the paper. Wrapping paper is combustible and must be kept away from candles, fireplaces and other open flame sources.

Also, don't bundle this paper into balls and throw it into your fireplace as they can easily roll back out into the middle of your living room. I saw this happen in my house as a child. No major fire, but there were some nervous adults following the occurrence.

The men and women of the Hanscom Fire Department wish you all a happy fire safe holiday.

Contact the Fire Prevention Office at 3-3478 or 3-8869 should you have any questions.



Hepatitis screening needed

by Capt John Lupo
66th Medical Group

The Air Force is on the alert for a relatively new epidemic in this country caused by the hepatitis C Virus.

Prior to 1992 (before a reliable blood test to detect the virus was invented) tainted blood transfusions were responsible for the transmission of up to 20 percent of all cases. To help battle this disease, the Air Force will conduct a search to include follow-up and counseling of patients who may have been exposed to HCV through DoD related transfusions prior to 1992.

HCV infection is the most common chronic bloodborne infection in the United States. It is four times the size of the AIDS epidemic with almost four million Americans (1.8 percent) infected. Hepatitis C, like hepatitis B, is spread by infected blood products, shared needles, sexual contact and pregnant mother-to-child (in utero) transmission, but unlike Hepatitis B, there is no vaccine for HCV.

Most people with HCV are chronically infected and might not be aware of their infection because they are not clinically ill. Infected persons serve as a source of transmission to others and are at risk for chronic liver disease or other HCV-related chronic diseases during the first two or more decades following

initial infection.

The Hanscom AFB medical treatment facility is asking all military beneficiaries who received blood transfusions prior to 1992 to come in for a HCV test. Medical services are available for individuals identified as HCV positive if the mode of transmission appears to be the result of a transfusion in a DoD medical treatment facility.

Call Public Health at 3-2143 to schedule an appointment. After you come in for your blood test, a physician or Public Health technician will call you with the results and schedule another appointment if necessary.

HCV positive individuals who are no longer DoD healthcare beneficiaries but were beneficiaries at the time the transfusion occurred will be offered testing and initial counseling. Additional care for complications relevant to the HCV infection should be provided through the Department of Veteran Affairs or DoD under Secretarial Designee authority.

Civilians or others who received blood transfusions prior to 1992 at any other blood bank and are not entitled to military healthcare should consult with their doctor for testing.

For questions call Public Health at 3-2143.

12 graduate from base EPDC held Dec. 8 to 10

by Senior Master Sgt. Ann Ring
ESC/FX

The Enlisted Professional Development Course was held at Hanscom AFB Dec. 8 to 10 at the Airman Leadership School.

The course was developed for staff sergeants who have not attended PME in a while. It is the "bridge" between ALS and the NCO Academy and is taught mostly by Senior NCOs who share their viewpoints and experiences with the class on a variety of subjects, including professionalism, education and training, supervisory responsibilities, retraining opportunities and assignments and personal financial management. They also take an extensive tour of the Family Support Center and get a first hand look at the wide range of resources available to them and their families.

"The course provided me a large amount of information about many major areas which will enable me to provide better information to my subordinates and be a better supervisor," said Staff Sgt. Douglas True from the Fire Department.

December's class had the pleasure of a visit from AFMC Command Chief Master Sgt. Mark Mazza who was visiting Hanscom with Gen. George T. Babbitt, AFMC commander.

"If I had to pick one topic that I got

the most from it would be the Command Chief's Perspectives," said Staff Sgt. Robert Burke from DFAS-Limestone. "It made me look at myself, my reasons for being in the Air Force, and what I want others to see in me."

The following students graduated from the class:

Staff Sgt. Mark A. Bowersox
Staff Sgt. Robert W. Burke
Staff Sgt. Dennis P. Connell
Staff Sgt. Michael Dickinson
Staff Sgt. Earl Farrell
Staff Sgt. Simone Gross
Staff Sgt. Scott Horn
Staff Sgt. Jimmy Linero
Staff Sgt. Stephen M. Sparks
Staff Sgt. Edward Smith
Staff Sgt. Douglas True
Staff Sgt. Toby D. Wenzel

The next class will be held Feb 16 to 18. Contact your first sergeant if you are interested in attending.

"It made me look at myself, my reasons for being in the Air Force, and what I want others to see in me."

-- Staff Sgt. Robert Burke

Tips to help prepare for Kwanzaa

MelaNet's Kwanzaa Information Center offers information on the history, principles, and symbols of the family-centered holiday, which begins Dec. 26. You can also find an online Swahili dictionary and some audio and video clippings throughout the site. One especially neat feature is the guestbook in which participants can share their tips and questions about celebrating Kwanzaa.

For information visit: www.melanet.com/kwanzaa

Corrected holiday gift wrapping hours for OWC

The OWC will be wrapping gifts from 10 a.m. to 5 p.m. Monday through Saturday and noon to 5 p.m. Sundays until Dec. 23. All donations received from this service will directly enable the OWC to support the Hanscom community. Some of the programs the OWC supports are Red Cross, camperships, children's events, Hanscom and Bedford Schools and scholarships.

UMASS-Lowell computer courses offered at Hanscom

UMass-Lowell Computer Science Courses at Hanscom has announced the following available courses Jan. 26 through May 12.

90.464-002 Network Management, Monday 5 to 8 p.m.

92.211-004 Intro to Programming in C, Part I, Tuesday 5 to 8 p.m.

90.461-002 LAN/WAN Technologies, Wednesday 5 to 8 p.m.

92.369-001 COBOL Legacy Systems, Wednesday 5 to 8 p.m.

92.311-006 Intro to UNIX Operating Systems, Thursday 5 to 8 p.m.

92.474-003 Relational Database Concepts, Thursday 5 to 8 p.m.

Registration: Jan. 6, 1998, 4 to 5 p.m., Hanscom Education and Training Center lobby.

Classes will be held in Bldg. 1435, Hamilton Street.

For info, please contact UMass-Lowell Continuing Education Special Programs at 978-934-2446 and <http://uml.edu/DCE/>.

A special Christmas gift takes on a life of its own

by 1st Lt. Alisen Iversen
San Antonio Air Logistics Center Public Affairs

KELLY AIR FORCE BASE, Texas - A spin-off of a Christmas poem originally written in 1822 has taken on new meaning for airmen and soldiers all over the world.

Its author, Lt. Col. Bruce Lovely, never expected the poem he wrote in 1993 to circulate around the globe and affect so many people.

Lovely, who is the deputy commander of the 76th Support Group, here, wrote the poem while a major assigned to the United

States Forces Korea at Yongsan. He wrote it as a gift for the people who worked for and with him in J-1, the equivalent to a personnel directorate in a joint-forces environment.

"I typed it up, put it in an envelope and taped it to their doors on Christmas Eve so they would get it Christmas morning," said Lovely. He added that it was well received and appreciated by the 150-200 people on his "gift" list.

However, the gift kept on giving. Lovely said his troops shared the poem immediately with their families, friends and strangers. At this point, the poem took on a

life of its own.

"I kind of forgot about it until I was assigned to AIA (Air Intelligence Agency, at Kelly Air Force Base, Texas) in 1995 and I was looking at the computer bulletin board," he said. "I saw something called 'The Soldiers Night Before Christmas.' I read it. It was my poem."

The person who put the poem on the internal computer network said he found it on the Internet. It listed the author as "Army Major Bruce Lovely."

"I guess since it was a joint assignment, some people assumed I was Army," the colonel said.

The poem had become more popular than Lovely ever imagined.

"Every year since then I get a letter or note from one or two of my friends saying they saw it in their base paper, on a bulletin board or in an e-mail," he said.

Some copies of the poem have listed the author as "Unknown." Lovely said that doesn't concern him. Lovely said he just wanted the troops to know they are appreciated and aren't forgotten when they are away from their families during Christmas.

"The original intent was for it to touch people," he said. "I guess it's still doing that."

The Soldier's Night Before Christmas

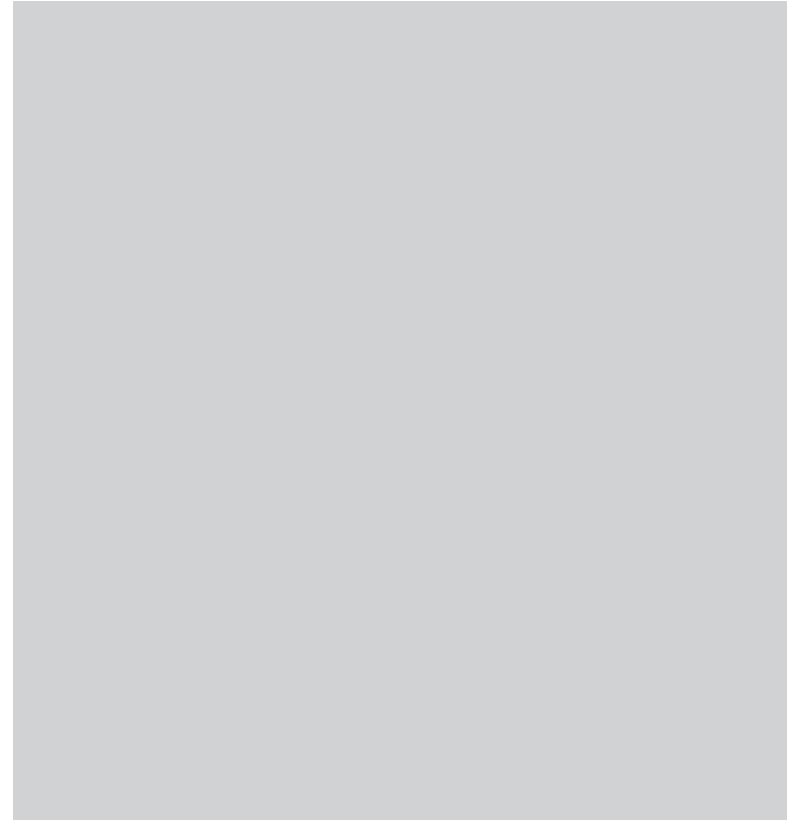
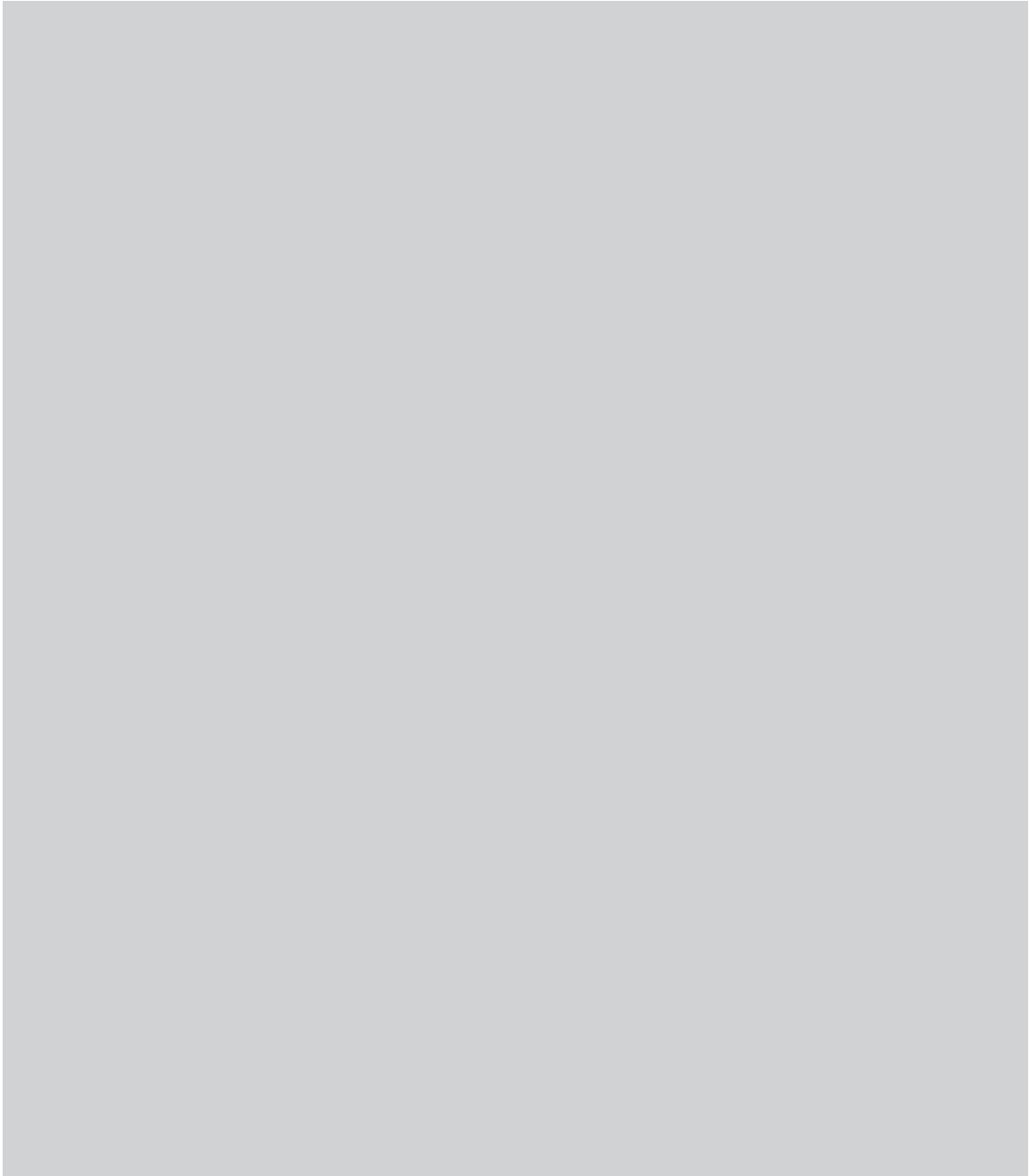
by Maj. Bruce W. Lovely
with apologies to Clement Moore who first wrote the story for his children in 1822

'Twas the night before Christmas, he lived all alone,
In a one bedroom house made of plaster & stone.
I had come down the chimney with presents to give
And to see just who in this home did live.
I looked all about a strange sight I did see,
No tinsel, no presents, not even a tree.

No stocking by the fire, just boots filled with sand,
On the wall hung pictures of far distant lands.
With medals and badges, awards of all kind
A sober thought came through my mind.
For this house was different, so dark and dreary,
I knew I had found the home of a soldier, once I could see clearly.
I heard stories about them, I had to see more
So I walked down the hall and pushed

open the door.
And there he lay sleeping silent alone,
Curled up on the floor in his one bedroom home.
His face so gentle, his room in such disorder,
Not how I pictured a United States soldier.
Was this the hero of whom I'd just read?
Curled up in his poncho, a floor for his bed?
His head was clean shaven, his weathered face tan,
I soon understood this was more than a man.
For I realized the families that I saw that night
Owed their lives to these men who were willing to fight.
Soon 'round the world, the children would play,
And grownups would celebrate on a bright Christmas day.
They all enjoyed freedom each month of the year,
Because of soldiers like this one lying here.
I couldn't help wonder how many lay alone
On a cold Christmas Eve in a land far from home.
Just the very thought brought a tear to my eye,
I dropped to my knees

and started to cry.
The soldier awakened and I heard a rough voice,
"Santa don't cry, this life is my choice;
I fight for freedom, I don't ask for more, my life is my God, my country, my Corps."
With that he rolled over and drifted off into sleep,
I couldn't control it, I continued to weep.
I watched him for hours, so silent and still,
I noticed he shivered from the cold night's chill.
So I took off my jacket, the one made of red, And I covered this Soldier from his toes to his head.
And I put on his T-shirt of gray and black,
With an eagle and an Army patch embroidered on back.
And although it barely fit me, I began to swell with pride,
And for a shining moment, I was United States Army deep inside.
I didn't want to leave him on that cold dark night,
This guardian of honor so willing to fight.
Then the soldier rolled over, whispered with a voice so clean and pure,
"Carry on Santa, it's Christmas Day, all is secure."
One look at my watch, and I knew he was right,
Merry Christmas my friend, and to all a good night!



Calendar of Events

Today

Society of Cost Estimating and Analysis

The next two chapter meetings will address related topics.

Today at 11:30 a.m. in the Officers' Club Daedalian Room, Maj. John Driessnack, chief, Financial Management branch of ESC/CO, will discuss Value Chain Efforts at ESC. Respond by Wednesday to Doug Schwalm at 3-4962.

Also, Jan. 26, at the O-Club (Concord Room), Lt. Col. Jeanette Heidmann, Director, AWACS Financial Management, will speak on the Activity Based Costing Pilot Program.

Sunday

Christmas SingFest

The chaplain staff invites you to come to the chapel at 5 p.m. for 50 minutes of singing your favorite Christmas carols accompanied by Hanscom's own Air Force Band of Liberty.

This SingFest will be followed by a reception where homemade cookies, cakes, and refreshments for your enjoyment will be served in the Chapel annex. No charge for the evening.

Monday

Holiday commissary hours

Monday 9 a.m. to 6 p.m.
Tuesday 9 a.m. to 4 p.m.
Closed for Christmas, Wednesday to Friday
Dec. 26 8 a.m. to 6 p.m.

Upcoming and Weeklies

Guest speaker

You are invited to the Rev. Dr. Martin L. King, Jr. chapel

service Jan. 14 at 7 p.m. The guest speaker will be Chaplain (Col.) John Blair, Command Chaplain, Air Intelligence Agency. The service will conclude with a reception in the chapel annex.

Price increase

Civilian retailers experienced a significant increase in the cost of cigarettes from the industry this week. AAFES and DECA will implement similar increases in the next few weeks. Ceiling sell prices for all locations worldwide will increase. AAFES will use local surveys in order to stay competitive.

Men's Base Volleyball

Anyone interested in trying out for or coaching the mens base volleyball team should call Staff Sgt. Chris Asuncion at 3-3353 or 3-2752.

Retirement ceremony

Tech. Sgt. Bob Briggs will retire Jan. 1. A ceremony will be held at MIT Dec. 29 at 11 a.m. For information, call Capt. Ken Rickert at 617-253-4475.

Air Force Academy appointments

Troubled by the high cost of tuition? The Air Force may have the ticket for your college degree.

The Leaders Encouraging Airman Development phase one program is offering appointments to the Air Force Academy for qualifying airmen until Jan. 31, 1999.

In recent years less than half of the authorizations have been awarded due to a lack of qualified applicants.

This year there are 85 allocations directly to the Academy. Applicants whose standardized test scores do not merit direct entry to the Academy can apply for one of the 50 allocations to the Air Force Academy Preparatory School.

Airmen wishing to apply must meet several standards. Applicants must be single and under 23-years-old for direct entry to the Academy and 22-years-old for entry to the Preparatory School.

To apply or get information about this program call the Education Office at 3-3120.

Volunteers needed

Put your expertise to work, and make a difference in someone's life. You might even develop new skills. Either way, you'll certainly improve your community and make new friends. And if that's not enough, we help you help us by offering free child care and flexible hours - all this by volunteering at Family Services. "Worker-bee" and leadership positions are available in the areas of Office, Lending Locker, ATTIC, Brochures, Welcoming, STRIPES, Layette and special projects. So, if you enjoy a challenge and want to be a part of a winning team, call 3-4222 and ask for either Connie Thompson or Jacqui Thomas.

1998 White House Ornament

This year's ornament commemorates the presidency of James Buchanan, the 15th president. The eagle insignia used on the ornament first appeared engraved on glassware President Jackson purchased for the White House in 1829. The eagle is made of white porcelain. The 24 karat gold ornament frame has white magnolia blossoms and red camellias, flowers used to decorate the White House during Jackson's presidency. Each ornament is \$15. To order contact Cathy Duggan 274-6730, Cindy Kadish 274-9396 or Marlene Peeler 274-9106.

USO of New England

The USO is offering free discounted tickets to theaters, sporting events, concerts, museums, comedy clubs, galleries, special events and much more.

People can visit the free USO VIP lounge at Logan International Airport in terminal C seven days a week, 24 hours a day.

Also people can use the free USO Cyber Café at United States Coast Guard ISC, 427 Commercial Street, Boston.

For information call (617)-720-4949.

Patriot Dining Facility

The weekday hours of the facility are as follows:
Breakfast — 6 to 8 a.m.
Lunch — 11 a.m. to 1 p.m.

Dinner — 4 to 6 p.m.
Weekend and holiday hours:
Brunch — 7 a.m. to 1 p.m.
Supper — 4 to 6 p.m.

Friday
Lunch: roast turkey *, roast beef
Dinner: The Dining Hall closes at 4 p.m. Make sure you take a car-ryout home for the evening.

Terrazzini
Dinner: grilled ham steaks*, Chi-nese five-spice chicken*

Saturday
Brunch: hamburger yakisoba, bar-becued cubed franks
Supper: baked chicken savory, mostacolli with basil sauce*

Tuesday
Lunch: salisbury steak, chipper perch
Dinner: turkey Rissoto*, chicken Kiev

Sunday
Brunch: scalloped ham and pota-toes, Polish sausage
Supper: veal steaks, barbecued chicken

Wednesday
Lunch: veal parmesan, Italian meatloaf*

Monday
Lunch: Salmon Loaf, Chicken

Thursday
Lunch: sloppy Joe, Italian sausage,
Dinner: grilled liver and onions, parmesan chicken*

Items listed with an "*" are "Check it Out" Healthy items. For information on the Patriot Dining Facility or the menu, contact Master Sgt. Harold Warnett at 3-2189. NOTE: Menu items subject to change.

Hanscom School Menu

Monday	Tuesday	Thursday	Friday
Grilled cheese sandwich, pota-to chips, veggie sticks, fruit, cookies	Cheese pizza or fish pattie on roll, veggie sticks with dip, fruit cup, cook-ies	No school	No school

Colonial



Theater

Friday 7:30 p.m. - PLEASANTVILLE - Siblings David and Jennifer are mysteriously transported by a strange TV repairman into the 1950's black and white sitcom called Pleasantville. Pleasantville is a simple and innocent society where everything goes right. **PG-13** (some thematic elements emphasizing sexuality, language) **124 min** Starring: **Tobey Maguire, Reese Witherspoon**

Saturday 7:30 p.m. - PRACTICAL MAGIC - In a small contemporary New England town, two sisters in a family of conjurers who've been cursed for 100 years, struggle to use their hereditary gift of guiding fate through practical magic to overcome the obstacles in dis-covering true love. **PG-13** (some violence, intense thematic elements, sensuality) **110 min** Starring: **Sandra Bullock, Nicole Kidman**



copyright Warner Bros.

Sunday 7:30 p.m. JOHN CARPENTER'S VAMPIRE - On the eve of the 21st century, Jack Crow leads members of Team Crow, a contingent of mercenaries sent by the Vatican, to destroy a nest of vampires located in rural New Mexico. **R** (strong vampire violence, gore, language and sex-uality) **107 min** Starring: **James Woods, Daniel Baldwin**

SPECIAL NOTICE: The theater will close for renovation Jan. 4. The project is expected to last six weeks.

Admission is \$3 for adults and \$1.50 for children. Schedule is subject to change without notice. Call 3-7940 for movie information.

Happenings

Work and life

□ **The Annual Holiday Cookie Drop** will be held at the Family Support Center Thursday from 6 to 6:55 p.m. Help bring holiday cheer to the men and women of Hanscom who work on Christmas Eve. Drop off baked cookies at the Family Support Center Thursday morning before 9 a.m. Meet again at the center at 6 p.m. (promptly, please) and ride the holiday van to deliver plates of wrapped cookies to personnel working on base on Christmas Eve and to families at the Temporary Lodging Facility. At each stop, we exit the bus, sing two holiday carols, present a gift of baked goods and continue on to the next station. The "Drop" is completed by 6:55 p.m. for those wishing to attend the 7 p.m. Chapel Service. Call 3-4222 to sign up.

□ **Newcomers' "T" Adventure** will be held at the Family Support Center Dec. 29, from 8 a.m. to 3:30 p.m. Newcomers are invited to a fun, informational seminar to find out what is going on at Hanscom and in Boston. Afterward, ride into Boston with us using the "T". All you'll need is an adventurous spirit and \$4 for bus and subway fares. You can bring a lunch or purchase lunch downtown. This program is part of the community orientation for in-processing; newly-arrived service members do not have to take leave to attend.

Fitness enhancement

□ **Cholesterol Education** class will be held at the HAWC Monday from 9 to 10 a.m. Excess fat is linked to heart disease and raises the risk of certain cancers. Learn how to reduce risk by reducing dietary fat and cholesterol. Call 3-6560 to register.

□ **Carpal Tunnel Syndrome Prevention Class** will be held at the HAWC Monday from 11 a.m. to noon. Carpal Tunnel Syndrome is a health hazard afflicting many office workers today. If you work on a computer and are concerned about injuring your wrists come to this class. Call 3-6560 to register.

□ **Back Safety** class will be held at the HAWC Monday from 1:30 to 2:30 p.m. Learn to build a stronger, more flexible, more fit back. Call 3-6560 to register.

□ **Video: "Stress Traps: Misperception, Over-spending and Overcontrol"** will be shown at the HAWC Tuesday from noon to 12:45 p.m. Registration not required.

Hanscom Schools

□ The cafeteria has openings for workers, Mondays, Tuesdays, Thursdays, Fridays, from 8 a.m. to 2 p.m. or 9 a.m. to 2 p.m. For information call Maria Barker at 781-274-9640.

Education Center, Bldg. 1728, 3-2021

□ The **DPE testing** policy requires students to arrive on time for scheduled test sessions. It is the students' responsibility to report on time and the Education Center's responsibility to ensure the students in the room are not disturbed by interruptions. Late arrivals will not be allowed to enter the test room. All students taking exams should arrive a minimum of 15 minutes prior to test time. Doors will be closed at exactly 8 a.m. and 12:30 p.m. and no one will be allowed to enter. This policy will apply to all personnel.

□ **Intermediate Spanish** (continuation of elementary Spanish currently held at MITRE) will be offered Jan. 12 to March 4,

Tuesdays and Thursdays from 1130 a.m. to 1 p.m. at the Education and Training Center, Classroom F.

Elementary Spanish (Repeat of course currently held at MITRE) will be Jan. 12 to March 4, Tuesdays and Thursdays from 3:30 to 5 p.m. at the Ed. Center, Classroom F. Elementary Japanese (Oriented towards communication in business and government) will be offered Jan. 11 to March 3, Mondays and Wednesdays from 11:30 to 1 p.m. at the Ed. Center, Classroom F.

Each course is two credit hours and costs \$500. Tuition assistance is available for qualified military and civilian personnel.

Registration will be Thursday from noon to 1 p.m. in the Main Lobby of the Education and Training Center.

For information, call the Ed Center at 3-3120.

Air Force Sergeants Association

□ The Air Force Sergeants Association holds its monthly meeting the last Thursday of every month at 12:30 p.m. in the Enlisted Club. The meeting is a working lunch and is open to all ranks.

For information, call 3-3748 or 271-5818.

Patriot Senior NCO Association

□ The Top Three Association is a professional membership association for senior non-commissioned officers, active duty and retired. The group actively supports the men and women of Hanscom and the surrounding communities. The Top Three also serves as a base network for problem-solving and encourages comradeship. Meetings are held the last Tuesday of every month at the enlisted club.

For information call Master Sgt. Jayson McPherson at 3-8001.

Company Grade Officers' Council

□ Questions or comments? Call President 1st Lt. Craig Parisot 3-3588, Vice-President 1st Lt. Marty Mears 186-2673.

□ Check out the council's Centernet web site. It is at <http://esc.hanscom.af.mil/CGOC/orgC-GOC.htm>, and is accessible only within Hanscom. This site serves primarily as a functional site for Hanscom's CGOs.

Anyone with ideas or suggestions about the site should contact Mears at 186-2673.

Officers' Wives' Club

□ The 1998 White House Ornament is being offered to anyone interested in purchasing this beautiful and unique gift. This year's ornament commemorates the presidency of James Buchanan, the 15th President and features a white porcelain eagle surrounded by a 24k gold frame of white magnolia blossoms and red camellias. Each ornament is \$15 and can be acquired by calling Cathy Duggan 274-6730, Cindy Kadish 274-9396 or Marlene Peeler 274-9106.

□ The OWC will host its annual Holiday Brunch Tuesday at 10:30 a.m. in the Officers' Club ballroom. Call your reservation to a committee member no later than noon Thursday.

□ The Officers' Wives' Club and the BX will offer Holiday Gift Wrap service at the BX through Dec. 23 from 10 a.m. to 5 p.m. All donations will benefit the Officers' Wives' Club enabling them to support our community.

Enlisted Wives' Club

□ The members of the Enlisted Wives' Club invite eligible people to attend the general membership meeting in the Tuskegee Dining Room at the Patriot Enlisted Club on the first Monday of the month at 7 p.m.

Robert Hamann, Lee Hayes, Lisa Mackertich, Earle Mooney, Jack Mosson, Dick Parojinog and Michael Steele.

A speedy recovery to **Bill Soknich** from his recent injuries.

Comptroller (ESC/FM)

Congratulations to **Dean and Joanna Nifakos** on the recent birth of their son, **Nicholas**.

Happy birthday to **Capt. Gregg Hansen, Susan Devine, Ellen Coakley and Monika Walker**.

Farewell to **Terry Currier**, leaving ESC/FM and joining ESC/ACX; and 2nd Lt. Michael Beltrani transferred to ESC/FMF.

Welcome to **Mary Jeanne Williams** and 1st Lt. **Quy Nguyen**.

Global Air Traffic Operations Mobility C2 (GATO/MC2)

Welcome to **Steve LaFleur, Leo Lavarney, Mike Smolin, Tim Brantley, Rick Neilsen and Eileen Walsh**.

Farewell to **Capt. Brian Tidwell**. Happy birthday to **Loretta Toccio and Richard Shepard**.

Congratulations to the Landing Systems IPT on receiving the Duckworth Award.

Religious Activities

Chapel, Bldg. 1603, 3-3538

□ **Catholic masses:** Saturdays at 5 p.m., Sundays at 7:30 and 11 a.m. and weekdays at 12:05 p.m.

□ **Protestant worship:** general Protestant Service — Sundays at 9 a.m.; Gospel Service — Sundays at 12:30 p.m.

□ **Jewish services:** the first and third Friday of the month from 11:30 a.m. to 12:30 p.m.

□ **Eastern Orthodox:** for information contact Tech. Sgt. James M. Boubonis at 274-8714.

□ **For information** on chapel services, call 3-3538 or 3-3539.

Meetings are open to all spouses of enlisted personnel and all enlisted military personnel, married, or single. The EWC is involved in many community activities at Hanscom and have fundraisers to help support the community. The group enjoys many social activities and outings throughout the year. Experience the friendship and support that the EWC has to offer.

For information concerning the EWC and membership, contact Tricia Kemens, President, at 275-9431, or Marty Rockenstire, Membership Chairperson, at 274-7948.

Boy Scouts

□ Hanscom Boy Scout Troop 173 will hold its annual Christmas Tree sales again this year. Sales will take place adjacent to the BX parking lot now through Dec. 23. Hours of operation will be Saturday and Sunday from 1 to 7 p.m., and Monday through Friday 4 to 7 p.m. Prices will range from approximately \$15 to \$30. All proceeds from the sale of trees goes to Hanscom Boy Scouting.

Miscellaneous

□ **Alcoholics Anonymous** meetings are held at noon Thursdays at the Base Chapel and 8:30 p.m. Saturdays at the Education Center.

Joint Surveillance Target Attack Radar System (JS)

Welcome to **Mike Mosca** and **Omar Vikin**.

Congratulations to **Rick Bedell** (Chief Master Sgt., Mass Air National Guard) for being awarded for the Humanitarian Service Medal for his support to the State of Maine during the devastating ice storms last January.

Social Actions (SA)

The 66 ABW Social Actions Office welcomes **Tech. Sgt. Lauren Long** from Howard AFB, Panama.

Communications and Information Division (66SPTG/SC)

Happy birthday to 2nd Lt. **Anita Edmond**, Master Sgt. **Scott A. Lappier**, Tech. Sgt. **Timothy Conklin**, Senior Airman **Adam Fontaine** and Senior Airman **William Gillard**.

66th Air Base Wing Command Post

Thanks the men and women of CE, SC, DMATS, MSI, and MIST for their support in the Command Post move to Bldg. 1305.

People's Corner

AFROTC Det 365, MIT

Congratulations to **Capt. Jon Brown** and his wife on the birth of their son, **Joshua**.

Congratulations to **Tech. Sgt. Bob Briggs** on his upcoming retirement.

Airborne Warning Control Systems (AW)

Congratulations to **Damon Swope** and **Tracey Swope** on the birth of their son **Ryan G. Swope**.

Defense Information Infrastructure-Air Force (DI)

Congratulations to 1st Lt. **Fred Millet** who was selected as DI CGO of the Quarter - Junior Category and **Bud Riley** as the DI Civilian of the Quarter.

Welcome to **Stacey Krawec** and **Sandra LaPlante**.

Farewell and Good Luck to **Mike Garish** and **Ralph Johnston**.

Happy birthday to **Ray Bouche**,

Spotlights

A supplement to the Hansconian

Editorial content is edited, prepared and provided by the 66th Services Squadron at Hanscom. All photos are Air Force photos unless otherwise indicated. Any questions about this supplement may be addressed to Joan Barnhart at 3-9681.



What's Happening in Services

Veterinary Clinic Bldg. 1219, 3-3266

□ **Annual Pet Registration** will be during the month of January for the 1999 calendar year. Remember, failure to keep your pet current on vaccinations and registration may result in loss of pet and/or base housing privileges.

Outdoor Recreation Bldg. 1531, 3-5316

□ Don't forget to use Outdoor Recreation for your shipping needs during the holiday season. We ship UPS ground, 2nd day air, next day air and three day select. Packages 70 pounds and under are accepted. Call for more information. □ Make your holiday event more fun. Rent a Santa suit for \$30 per day or an elf suit for \$5 per day. Reservations and a \$10 deposit preferred.

□ Ask us about our "Frequent Skier Program" for the upcoming ski season.

□ We now have wool sweaters for sale at \$35 each and hooded jackets at \$30. Makes a great gift.

□ Planning a big family get-together during the holidays? Do you have enough tables and chairs? If not, contact us for table and chair rentals. Don't wait until it's too late.

Base Library

Bldg. 1530, 3-2177

□ **Story Time** for children takes place every Tuesday, 10:15 to 11 a.m. Children ages 3 to 5 are invited to join us for stories and craft activities.

□ **Library hours** through Dec. 31 are as follows: Monday, 9 a.m. to 5 p.m.; Tuesday through Thursday, 9 a.m. to 8 p.m.; Friday and Saturday from 10 a.m. to 5 p.m. and closed Sundays.

Youth Center

Bldg. 1993, 3-3739

□ **Youth Center Memberships.** Did you know it's only \$25 a year to join the Youth Center? Get in on the fun at a price that's affordable. Annual membership is for ages 9 to 18.

Fitness and Sports Bldg. 1548, 3-3639

□ The Fitness and Sports Center offers 17 **aerobic classes** each week. Stop by or call for schedule and details of class levels and times.

□ **Taekwondo** classes are Monday and Wednesday from 7 to 8:30 p.m. and Saturdays 11 a.m. to 1 p.m. Classes are free and open to all personnel.

□ **Therapeutic Massage** is now offered at the Fitness and Sports Center. Sessions are available from 6 a.m. to noon Mondays. Cost is \$50 per hour or \$30 per half hour.

CDC, Bldg. 1994, 3-7166

□ **Hourly Care** for children 6 weeks to age five. Call one week in advance for reservations. Space is limited and available to first come, first served. Hours are 7 a.m. to 5:30 p.m.

□ **Caregiver positions** are available. For information call the Human Resource office at 3-8741.

□ No waiting list for children over three years who need full day care. Call us for details.

□ **Parents Advisory Council** The CDC continues to look for parents to join our Parents Advisory group. Get involved in your child's future ... call us today.

Family Child Care Bldg. 1994, 3-1280

□ Love working with children? Want to be your own boss and set your own hours? Then give the Family Child Care office a call and learn more about becoming a Family Child Care provider.

Hanscom Lanes

Bldg. 1531, 3-2237

□ Hanscom Lanes is smoke free five days a week: Sunday, Monday, Wednesday, Friday and Saturday.

□ **YABA Junior Bowling** registrations are now being accepted for children ages 5-19. Registration is \$7.25 plus \$4.50 per week for bowling

which includes shoe rental. For information contact the bowling center at 3-2237.

□ **Bowling Bingo** runs daily from 11 a.m. to 10 p.m. Win up to \$1,000. Only \$1 per chance.

□ **Turkey Shoot** luncheon bowling Tuesday and Wednesday from 11 a.m. to 2 p.m. \$6 per entry, multiple entries allowed. Turkeys will be awarded at 4 p.m. Wednesday.

□ **Family Bowling** is back on Saturdays. Choose from 3 to 5 p.m. or 5:15 to 7:15 p.m. Cost is \$7 per lane for two hours of bowling.

□ **Glow Bowling**, a special Christmas Glow Bowling Dec. 26 at 7:30 p.m. Make it a fun night for the whole family and don't forget to bring a friend!

□ **King and Queen of the Hill Tournament** is Saturday. Start time is 7:30 p.m. Call for registration information.

Swimming Pool

Bldg. 1550, 3-2455

□ **Pool hours** are Monday through Friday, 11 a.m. to 2 p.m. (adult laps) and 4 to 7 p.m. and Sat. from noon to 6 p.m. The pool is closed Sundays and holidays.

□ Want to be a certified lifeguard? If you are interested and 15 or older, call the pool for more information.

□ Swim lessons are held on Tuesday and Thursday at 3 and 3:30 p.m. Cost is \$45 per person. Call the pool for more information.

WANTED!

**Desk Clerks
Supply Clerks
Housekeepers**
Immediate Openings at
hotel/temporary housing facility
Contact: Human Resources
(781) 377-8741
E.O.E.
Fax Resume to 781-377-7899



*from the men and women of
the 66th Services Squadron*

Holiday Hours

Fitness Center

Dec. 24 and 31 5 a.m. to 3 p.m.
Dec. 25 and Jan. 1 closed

Patriot Dining Facility

Dec. 25 and Jan. 1
Continental Breakfast 7 to 8:30 a.m.; Dinner 11 a.m. to 3 p.m. (plus carryout)

Library

Dec. 24 and 31 Close 3 p.m.
Dec. 25 and Jan. 1 closed

Auto Hobby Shop

Dec. 25 and Jan. 1 closed

Base Pool

Dec. 24 and 31 Close 2 p.m.
Dec. 25 and Jan 1 closed

Outdoor Recreation

Dec. 24 and 31 7:30 to 3 p.m.
Dec. 25 and 26 closed
Jan. 1 closed

Tickets & Tours

Dec. 24 and 31 7:30 to 3
Dec. 25 and 26 closed
Jan. 1 closed

Golf Course

Dec. 24 9 to 3
Dec. 25 closed for season

Bowling Center

Dec. 24 and 31 close 3 p.m.
Dec. 25 closed
Jan. 1 closed

Enlisted Club

Dec. 25-30 closed
Jan. 1 closed

Officers' Club

Dec. 24 close 3 p.m.
Dec. 25 closed
Jan. 1 closed

Veterinary Clinic

Dec. 24 and 25 closed
Jan. 1 closed

Family Child Care

Dec. 24 and 31 close 3 p.m.
Dec. 25 closed

Child Development Center

Dec. 25 closed
Jan. 1 closed

Youth Center

Dec. 24 and 31 close 3 p.m.
Dec. 25 closed
Jan. 1 closed

Fourth Cliff

Dec. 25 closed

Club Happenings

Patriot Enlisted Club, 3-2123

- ❑ First Friday of the month, 4:30 to 6:30 p.m. Food, fun, music and prizes.
- ❑ Join us for Tuesday night dinner from 5 to 8 p.m. \$9 for adult members and \$12 for eligible non-members. A children's menu is available for \$4.50.
- ❑ Wednesday Night Buffet is 5 to 7 p.m. This is the best deal in town. \$6.95 for adult members, \$3.95 for kids. Surcharge applies.
- ❑ Thursday Lunch Buffet, 11:15 a.m. to 1 p.m. \$5.50 per person, surcharge applies.
- ❑ Everyone is invited to enjoy the Tuskegee Airmen Room at the Enlisted Club. As a reminder, the Tuskegee Airmen Room is a designated non-smoking area.
- ❑ Bingo every Friday from 6 to 8 p.m. A chance to win over \$300 in cash.
- ❑ Club Card Drawing every Friday night. Win instant cash from the last four numbers of your club card. You must be present to win. If there is no winner, the pot will increase by \$25 each week. Special drawing Thursday at 4 p.m. Call us for details.
- ❑ New Year's Eve celebration, Dec. 31 from 6 p.m. to 2 a.m. Dinner buffet from 6 to 8 p.m. Breakfast from midnight to 1 a.m. Dance to Deuces Wild in the ballroom and a DJ in the lounge. \$22 for members and \$28 for nonmembers. Please call for reservations.

Officers' Club, 3-3799

- ❑ Start your day with us, every weekday morning from 7 to 9 a.m. for specialty coffees, bagels, muffins and more. Open to all base personnel.
- ❑ Come and enjoy a great lunch of steak, baked potato or fries, salad, vegetable and more for only \$6 (members only please) every Thursday during lunch. Regular price is \$12.50 for all nonmembers regardless of eligibility.
- ❑ Steak Night every Thursday from 5:30 to 8:30 p.m.
- ❑ Club Catering Services are available for that special party or function. Call Karen Cardoos at 3-9694 for more information. Call now to reserve your holiday functions.
- ❑ New Year's Eve celebration, Dec. 31. Doors open at 6:30 p.m. Featuring In Harmony in the lounge and Linmax in the ballroom. Dinner Buffet served from 7 to 9 p.m. Breakfast from 1 to 2 a.m. \$36 for members and \$50 for nonmembers. Please call for reservations.

New club card coming your way in February!

The club card is getting a new look. Beginning this February, all club members will receive a new club card and be assigned a new account number. This card replaces your current club card, which will no longer be valid. The change is a result of First USA Bank's acquisition of our current financial institution, First BankCard Center. There will be no disruption in normal service and balances will automatically rollover to your new account. Watch for your new card in the mail and enjoy the privileges of your club membership.



UNITED STATES AIR FORCE
CLUBS

Start your day at the
**Officers' Club
Continental Breakfast
and Coffee Bar**
Monday through Friday
7 to 9 a.m.



Specialty
coffee,
bagels,
muffins and
more!

Water Aerobics at Pool

The Town of Bedford is offering water aerobics classes on Tues. and Thurs. from 5:30 to 6:15 p.m. beginning Jan. 9. Cost is \$70 for 10 weeks or \$4 per class. Registration will run Jan. 4 to 16. For more information call Jay Simons at 3-2455.



Base car wash closed for major renovation

The base car wash is being renovated to include a new "touchless" car washing system. It will also include a do-it-yourself wash bay. Anticipated opening is Feb. 1. Call the Auto Skills Development Center at 3-2612 for information.

Tickets and Tours Bldg. 1535, 3-3262

Tours, plays and more. Coming attractions include: **The King and I**, Dec. 18 at the Repertory Theater, includes transportation and luncheon; cost is \$44 each. **Sesame Street Live**, Worcester Centrum, Saturday at 2 p.m. and Sunday at 12:30 p.m., \$11 per ticket; **Anastasia On Ice** at the Fleet Center, Dec. 26, 27 and 29; \$23.50, **New Year's Eve in Montreal**, Dec. 30 to Jan. 1, \$269 per person, double occupancy; **Taj Mahal Casino and Resort**, Jan. 10-12, 1999: \$109 per person double occupancy; **Victor Victoria** at the Colonial on Jan. 10 \$64.75.

Pick up your discount cinema

tickets today. All passes are only \$5.50 each. Makes a great gift. We have advanced tickets for **Foxwoods** casino for only \$22. Transportation departs from the Burlington Marriott Hotel at 6:30 a.m. and returns at 8:30 p.m. Call for advance reservation information. Space is limited on all tours so sign up early. **Entertainment Books '99** are now in. Cost is \$30 for the North and South suburban volumes and \$20 for the new Southern New Hampshire book. Looking for some more great holiday gift ideas? Then stop by and check out our selection of postcards, prepaid phone cards, cinema tickets, key rings and more for that special someone on your gift list.

Travel around the world with the Enlisted Club's International Dinner menu beginning Jan. 5

Jan. 5	Oriental
Jan. 12	Irish
Jan. 19	Italian
Jan. 26	German

Adults: \$9
Kids: \$4.50
Surcharge applies for eligible nonmembers

5 to 8 p.m.



Questions? Please Call Us!

Auto Hobby Shop, Bldg. 1702	3-2612
Bowling Center, Bldg. 1531	3-2237
Child Development Center, Bldg. 1994	3-7166/7185
Club Catering Office, Bldg. 1425	3-9694
Community Center, Bldg. 1998	3-2833
Flight Training Center, Bldg. 1722	3-5160
Patriot Dining Facility, Bldg. 1515	3-2189
Patriot Enlisted Club, Bldg. 1240	3-2123
FamCamp, Bedford, Mass.	3-4670
Family Child Care Coordinator	3-1280
Fourth Cliff, Hummarock, Mass.	837-6785
Fourth Cliff Reservations	1-800-468-9547
Patriot Golf Course, Bedford, Mass.	687-2396
Patriot Honor Guard, Bldg. 1535	3-4850
Human Resource Office, Bldg. 1305(2nd floor)	3-8741
The Leisure Travel Office, Bldg. 1530	274-6050
Library, Bldg. 1530	3-2177
Lodging, Bldg. 1427	3-2112
Marketing Office, Bldg. 1305(2nd floor)	3-9681
Mini-Golf Complex, Bldg. 1530 (rear)	3-7861
NAF Accounting Office, Bldg. 1305(2nd floor)	3-3946
Officers' Club, Bldg. 1425	3-3799
Outdoor Recreation, Bldg. 1531	3-5316
Fitness & Sports Center, Bldg. 1548	3-3639
School Age Program, Bldg. 1999	3-2858
Swimming Pool, Bldg. 1550	3-2455
SVS Office, Bldg. 1305(2nd floor)	3-3901
Tickets & Tours, Bldg. 1531	3-3262
Veterinary Clinic, Bldg. 1219	3-3266
Wood Hobby Shop, Bldg. 1702	3-7118
Youth Center, Bldg. 1993	3-3739

SALE

Patriot Golf Shop

Look for a last minute holiday gift or purchase your annual green fee card before Dec. 24 and receive an additional 10% off your golf shop purchase. We close for the season Thursday. Call 781-687-2396

**Special
Holiday
"Glow Bowl"**
Call Hanscom Lanes
at 3-2237 for
program information.



Dec. 26

**Enlisted Club
Super Bowl Party
Sunday, Jan. 31**

Food

Fun

Prizes



Doors open at 4:30 p.m.
All personnel welcome!